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MANAGEMENT STAFF
RECORDS MANAGEMENT DIVISION

Statement of Accomplishments and Objectives

General - In fiscal year 1954, the Records Management operations were reorganized to establish the major functional areas of the program as separate operating branches under an overall Records Management Division. The change was made in order to fix the responsibility for and to provide proper leadership for each program phase. The reorganization was effected prior to the dissolution of the General Services Office to which the Records Management function was then attached and has been continued in the same manner as a division now a part of the Management Staff, Office of the Deputy Director (Administration).

In addition to the items listed for each program phase, accomplishments and developments of significance to the overall program are as follows:

a. The Records Management Program is paying off. The total salary for all Records Management and Records Center personnel in 1954 was \$203,555 while the cost of safe cabinets required to house the records placed in the Records Center in this period would amount to \$228,480. There are, of course, many additional economies effected by the program but not as easily evaluated.

b. A Records Management Program Guide was developed and issued. This issuance has been an important factor in gaining recognition and acceptance for the program.

c. The following overall Records Management surveys were completed in 1954 or are now in process.

(1) Office of Operations

- (a)
(b) Foreign Documents Division
(c) Contact Division

(2) Office of Intelligence Coordination

(3) Office of General Services

(4) Medical Office

(5) Audit Office

(6) Office of the General Counsel

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d. A member of this staff was selected by the Office of Training to serve as their Area Records Officer. This is a significant development in the advancement of the Records Management career service and further progress in this direction will benefit the overall program by (1) placement of Area Records Officers who have Records Analyst experience, and who will be more inclined to accept and apply our concept of this job; and (2) provide broader promotional possibilities for individuals interested in records as a career.

e. A series of information bulletins on various Records Management subjects for distribution to Area Records Officers was developed. These bulletins outlined standards under which certain Records Management functions could be carried out on a decentralized basis. The title of the bulletins were as follows:

- (1) Introductory issue
- (2) File Identification and Volume Inventory
- (3) How to Make a Records Survey
- (4) Preservation and Destruction of Records

f. Agency clearance was obtained for Chief, Records Management Division, National Archives and Records Services, General Services Administration, and Deputy Regional Director for Records Management Services, Region 3, General Services Administration. These individuals are the top government experts in their respective fields and it is planned to use their services as consultants in the development of the Central Intelligence Agency Records Management Program.

Major Accomplishments and Significant Developments During 1954

1. FORMS MANAGEMENT

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a. Published Forms Management - Handling Classified Forms. This notice reduced safe requirements by providing for the identification and open storage of forms bearing a security classification but which are not classified until filled in.

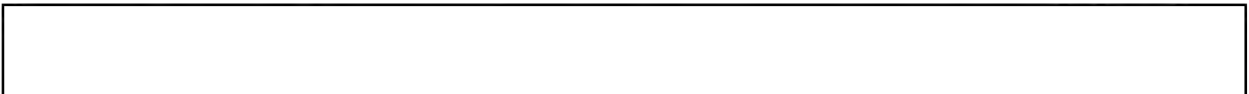
b. Developed for indoctrination and training purposes sets of 35mm and Vue Graph color slides pictorially portraying the Agency Forms Management Program.

c. Established typographic standards for Forms composition with respect to application Vari-type, type fonts and Letterpress type faces.

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d. Eliminated three duplicate sets of functional files of forms maintained by other organizational components of the agency.



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f. Disseminated informative forms management material of other government agencies to all Area Records Officers.

g. Conducted an intensive, continuing long range study of FI and OO Information Report forms and procedures which, when finalized next year should save a substantial number of man hours for the Agency, permit more timely issuance of a report, and increase to a considerable extent the effectiveness of Agency-wide information reporting systems. The proposed form will eliminate several retypings of a report with consequent savings in the amount of editing and revising now being done.

h. Developed in collaboration with Logistics numerous improvements in and modifications to the stocked forms supply system. In addition a proposed notice and several supplementary posters have been drafted calling attention to ways in which costs can be reduced through proper handling and usage of forms.

i. Devised in collaboration with Machine Records Division a system for the mechanized indexing of forms which will ultimately result in the recurrent publication of accurate, up-to-date numerical, alphabetical and functional indexes. This index will serve as a catalogue to inform users of (a) existing forms suitable for present needs, (b) ordering information, (c) related regulations, and (d) offices with primary responsibility for each form.

j. Commenced development of a Forms Management Handbook for the Agency.

k. Enhanced the professional development and reputation of Branch personnel through attendance at numerous meetings of professional societies, conferences, seminars, equipment demonstrations, etc.

l. The most significant development during the past year has probably been the tremendous increase in our current workload which is 47.4% greater than 1952, and 26.2% greater than 1953.

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2. REPORTS AND CORRESPONDENCE MANAGEMENT

a. Major effort was directed toward building a foundation for the Agency-wide Reports and Correspondence Management Programs-- i.e., one comprised of plans, regulatory material, operating guides, and publicity releases. To that end the following were initiated:

<u>Title</u>	<u>Percent Complete</u>
Program Master Plans	100
Program Regulations	90
"Correspondence Handbook" 	80
"An Introduction to Reports Management"	95
"Correspondence Management"	75
"Analyzing Requirements for Administrative and Management Reports"	80
Miscellaneous publicity fliers	90

b. The following area programs are in progress:

(1) Logistics Office Correspondence Management Program - The analysis of division and branch reading files incident to establishing the program is 40% complete.

(2) Logistics Office Reports Management Program - Proposed guides for installing the program are being reviewed by Logistics Office officials. Target date for launching the program is 15 June 1954.

(3) Office of the Comptroller Reports Management Program - Proposed guides are being reviewed by officials of the Office of the Comptroller. An effort is being made to launch this and the Logistics Office program simultaneously.

c. Headquarters-wide use of Letterex was promoted 1 May 1954. During that month the quantity of Letterex issued to building supply rooms was enough for 87,500 correspondence assemblies. Usage figures indicate the Agency can expect increased savings in the preparation of its correspondence. Assuming conservatively that Letterex will be used for one million correspondence assemblies in FY 1955, clerical effort valued at \$44,000 will be conserved.

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3. RECORDS MAINTENANCE

a. The concurrence of all offices on a standard filing system was obtained, and a handbook for filing has been released for distribution throughout the Agency. As of the present time the system has been installed in six offices, two offices are in the process of making the installation, and in three offices the decision to begin the installation is pending.

b. A notice providing for the standardization of file folders and guides was issued with the result that there are now 6 items of this nature stocked by the Building Supply Officers, instead of approximately 54. This action has effected economies in the procurement, stocking, recording and handling of folders.

c. A notice was developed and issued providing for standardization of five drawer correspondence file cabinets without locks for use with unclassified material or for placement in vaulted areas; and for the use of legal size cabinets only if the material to be filed consists of 20% or more legal size papers. The use of standard five drawer cabinets will permit an increase of 25% in the amount of material that can be filed in the same area required for four drawer cabinets without loss of efficiency. The use of legal size cabinets should reduce the procurement of these more expensive cabinets, and also result in some saving of space.

d. A steel desk tray with a cover was developed for the purpose of reducing the amount of safe space required for overnight storage. Five to eight of the new trays with covers can be filed on edge in a safe drawer for overnight storage. The present trays are placed lengthwise in the drawer and only one to two trays can be accommodated. This idea was well received throughout the agency, and over 750 trays were requested. A trial order of 50 boxes has been placed.

e. Considerable progress was made in making the Vital Materials Program more effective. Specific accomplishments are --

(1) The development of deposit schedules for ten of the twenty participating offices. The remaining ten offices are in the process of developing these schedules, and completion is anticipated in the near future.

(2) A continuing review is made of deposits with the result that duplication has been eliminated except in a few specific instances in which the duplication is essential to the operation of the respective offices.

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(3) A revised accounting system has been approved which will provide more effective control and permit easier checking of the vital materials deposits by each participating office. Future quarterly reports will consist of a list of deposits and withdrawals by divisions and staffs instead of a complete inventory listing for the office without regard to depositing organizational unit. In addition an annual inventory will be issued for each office with total deposits listed by the depositing divisions or staffs.

(4) All Area Records Officers responsible for office Vital Materials Programs were given a one day training session at the repository. This training session covered the transmission of material to the repository, procedure for recording and maintaining the material, procedure for use of the material in an emergency, and review of the material for which each Area Records Officer is responsible.

f. During fiscal year 1954 it became apparent that a competent central control was needed over the various microfilming operations of the Agency in order to improve technical quality, increase efficiency and reduce costs. To justify such control it was decided that a survey of all existing operations should be undertaken to obtain factual evidence in support of the many observed, but unrecorded instances of poor production, both in quality and quantity, invalid application, inefficient equipment utilization, film waste and other unsatisfactory operating conditions. Accomplishments to date are:

(1) An experienced Records Analyst, who is an expert in microphotography, was recruited and is now on duty.

(2) A questionnaire and an Agency Notice announcing the survey have been distributed.

(3) Agreement was reached between Printing and Reproduction Division, Logistics Office and Records Management Division that all requisitions for microfilming equipment and services would be forwarded to Records Management Division for review and approval. This will permit review of new projects by a qualified analyst to:

(a) Determine validity of the project.

(b) Assure selection of the proper equipment

(c) Permit assignment of little used existing equipment instead of purchasing new equipment.

(4) A handbook on guides and standards for microphotography is being developed.

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4. DISPOSITION

a. Developed disposition plans for the removal of records from office space through the preparation of records control schedules. In addition, obtained Congressional authorization for the retention or disposal of records of the following offices.

(1) Foreign Document Division, Office of Operations - The schedule covered an estimate 2,479 linear feet of material.

(2) Contacts Division, Office of Operations (Headquarters) - The schedule covered an estimated 1,095 linear feet of material.

(3) Contacts Division, Office of Operations [redacted] - The schedule covered an estimated 1,920 linear feet of material.

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(4) Office of General Services - The schedule covered an estimated 563 linear feet of material.

(5) Medical Office - The schedule covered an estimated 640 linear feet of material.

(6) Audit Office - The schedule covered an estimated 70 linear feet of material.

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(7) [redacted] Office of Operations - The schedule covered an estimated 1058 linear feet of material.

(8) SOVIAT, Office of Operations - The schedule covered an estimated 27 linear feet of material.

b. Records Control Schedules have been developed for the following offices and are in process for authorization

(1) Security Office - An estimated 3615 linear feet of material inventoried.

(2) Office of National Estimates - An estimated 324 feet of material inventoried.

(3) Office of Operations (Office of the Chief) - An estimated 31 linear feet of material inventoried.

(4) Office of Scientific Intelligence - The schedule covered an estimated 2,037 linear feet of material.

(5) Office of the General Counsel - An estimated 562 linear feet of material inventoried.

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c. Prepared a Records Disposition Handbook - The handbook is a basic plan for records disposition and outlines the general aspects of records scheduling including the principles in inventory, appraisal transfer, disposal and preservation. The handbook is in draft form and is intended for use by Area Records Officers, Records Analysts and others concerned with records scheduling activities.

d. Negotiated with the National Archives and Records Services for transfer to the agency 582 cubic feet of Security Exchange Commission and WPB records.

e. Clearance was obtained on a continuing basis, for Agency personnel to review the records holdings of National Archives and other Federal Agencies.

5. RECORDS CENTER

a. After more than two years of planning, the project for construction of a records center was presented to the Project Review Committee and approved. Much staff work has been required in the preparation of the project by personnel of the Records Management Division and many final details must be worked out during the construction period in the approaching fiscal year.

b. During the past year the Records Center outgrew the space allocated to the operation at [redacted] for temporary housing. Sufficient shelving was erected to receive 10,900 cubic feet of records. At the present time only 4782 cubic feet of space remains available for storage of new material. It is hoped that this amount of space will be adequate for the operation until the move into the new building.

c. In this fiscal year 275 transfers of records have been processed and more than 7680 cubic feet of records and intelligence reports have been moved into the Center. If these records were to be filed in standard, 4 drawer, legal, three way combination safe cabinets, 960 such units would be required at a cost of \$228,480. The growth of the Center operation is reflected by comparison with fiscal year 1953 when 184 transfers of records were handled and 4848 cubic feet of records and intelligence reports were received. The Center now has in custody a total of 14166 cubic feet of records. It would require 1771 legal size file cabinets to house these records. The cost of such equipment would be \$421,496.

d. Center personnel furnished requesting offices 57,000 items from records and intelligence material in storage.

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e. Inactive records totaling 516 cubic feet were destroyed by the Records Center in accordance with the proper authorization. For continued storage in office space, this volume of records would require 65 safe cabinets valued at \$15,470.

Objectives for FY 1955 and the Status of the Current Program

1. FORMS MANAGEMENT

Because of the limited staff and excessive workload, primary emphasis, has of necessity been devoted to attempting to keep abreast of current workload requirements. Only a portion of one person's time has been available for staff work. Neither could enough time be devoted to current work to do a completely adequate job. Specific objectives for 1955 are:

- a. Transfer the final-type forms copy preparation function from Printing and Reproduction Division, Logistics Office to Forms Management Branch, Records Management Division, Management Staff.
- b. Complete consolidation, standardization and simplification of field and headquarters information reports.
- c. Publish initial and recurrent numerical, alphabetical and functional indexes.
- d. Complete development and publication of a handbook establishing the forms management program and setting forth in detail policies, procedures, methods and techniques.
- e. Study the stocked forms supply system; simplify and install more effective procedures.
- f. Develop and conduct forms management training programs.
- g. Publish a series of forms management posters and other similar program posters and other similar program publicity items.
- h. Centralize control over reproduction equipment with the Logistics Office to prevent wide spread bootlegging operations.

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i. Revise and simplify the existing forms numbering system to provide for a straight numerical system without a base number.

j. Develop a savings cost system to be applied Agency-wide.

2. REPORTS AND CORRESPONDENCE MANAGEMENT

The essential guides are sufficiently complete to ensure Headquarters-wide promotion of the Reports and Correspondence Management Programs during FY 55. Specific objectives are:

a. Complete those guides initiated in FY 54.

b. Extend the Agency Reports and Correspondence Management Programs to as many Headquarters components as possible.

c. Develop and maintain a central index and file of case folders on each recurring administrative or management report submitted across Headquarters lines, and submitted from field activities to Headquarters components.

d. Collaborate with other Branch Chiefs of the Records Management Division in developing and maintaining a system for measuring, collecting, and reporting savings accruing from the Agency Records Management Program.

e. Develop, maintain, and publish a correspondex covering the standard requests and reports submitted throughout Headquarters.

f. Investigate the possibility of stocking only unwatermarked (sterile) stationery throughout Headquarters.

g. Develop a CIA Regulation for the preparation and handling of dispatches.

h. Investigate the possible Headquarters-wide use of dispatch forms in preassembled carbon interleaved sets.

i. Develop and implement (in collaboration with the Office of Training) a training program in Reports and Correspondence Management for operating personnel.

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j. Provide a continuous variety of publicity releases to stimulate reports and correspondence management consciousness, publicize area program accomplishments, and exchange management ideas.

3. RECORDS MAINTENANCE

The program for vital materials, establishment of a standard agency filing system, and standardization of correspondence file equipment and supplies are well advanced although considerable work remains to be done in each field. The plan for microfilm management, mail control and the expansion of the equipment and supply standardization programs are in the initial development stages. Specific objectives for the coming fiscal year are:

a. With the issuance of the new filing handbook a concentrated effort will be made to assure installation of the system throughout the Agency where appropriate.

b. The standardization of filing equipment and supplies will be extended to cover material and equipment other than legal and letter size cabinets, folders and guides. In addition, informational and guide material explaining the advantages of standardization will be developed as an aid in selling the program.

c. A standard mail control system including guides and standards for the establishment and operation of office mail rooms will be developed, and issued in handbook form. The system has been installed in one office and will be recommended for other offices where appropriate.

d. A study of control and logging requirements for all types of communications will be undertaken in conjunction with the Office of Security.

e. The program for the use of steel covered desk trays to reduce safe file cabinets requirements for overnight storage will be continued. The program is now in the development stage and it is anticipated that sufficient trays to fill the current requests numbering over 750 will be obtained and placed in use.

f. Objectives for the vital materials program are:

(1) A handbook covering the vital materials procedure will be issued.

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(2) A statement setting forth emergency requirements with respect to the use of Vital Materials will be developed and be used as a basis for establishing standards for the classifying of records as vital materials. Upon the establishment of these standards, training sessions will be held for Area Records Officers and the Division Chiefs of the various offices with the objective of developing a clear understanding of what should be placed in the repository. This will probably result in some changes in material being deposited as well as the frequency of deposit for certain records.

(3) We will continue to assist and press for completion of vital materials deposit schedules in the nine offices whose schedules have not been established as of this time.

(4) The revised inventory system will be placed in effect beginning with the first quarter of the new fiscal year. This system provides for a quarterly statement of deposits and withdrawals with an annual complete inventory.

(5) Meetings will be scheduled with heads of all offices to assure inclusion under the emergency plan of either the Area Records Officer or another individual from each office who will be assigned responsibility for withdrawal and maintenance of the records during emergency operations. Training sessions in repository procedures will then be conducted for such individuals.

g. Objectives of the microfilm program are:

(1) Completion of the proposed survey for both headquarters and field installations.

(2) Issuing a regulation requiring all offices to obtain the approval of Records Management Division for new microfilm projects and new equipment.

(3) Issuing a handbook establishing standards and regulations for all Agency microfilm operations. The handbook would also assign technical custody of all microfilm equipment owned or rented by the Agency to Records Management Division to enable the pooling and transferring of equipment as indicated for the accomplishment of priority projects and operating economy.

(4) Reviewing existing projects to determine their soundness and the efficiency of operations and taking appropriate action as required to correct all unsatisfactory conditions.

(5) Improving central microfilm processing facilities with respect to faster service and uniformity of quality.

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4. DISPOSITION

An estimated 20% of Agency records have been scheduled or are in the process of being scheduled. Specific objectives for the coming fiscal year are:

- a. Review existing schedules to assure that:
 - (1) They are up to date;
 - (2) They are effective in moving inactive material from office space to inactive storage and that disposals are being affected; and
 - (3) Disposals and transfers are appropriately documented.
- b. Continue to assist offices in developing their records scheduling programs.

5. RECORDS CENTER

The Records Center is now fully operative in temporary quarters pending transfer to new permanent facilities scheduled for completion in January 1955. The Center is fully equipped and adequately staffed to accomplish current service requirements. At this time all offices with the exception of Office of National Estimates, Office of Current Intelligence and Office of Communications have transferred some material to the Center. However, the flow of inactive records is only beginning to reach the estimated annual average volume of approximately 10,000 cubic feet. Specific objectives for the coming year are:

- a. A principal objective during this period will be that of working closely with the Real Estate and Construction Division, Logistics Office on details and changes that may be necessary or desirable in the construction of the new Records Center. The installation of shelving and other equipment and details of operational requirements must be planned and implemented.
- b. A master plan for the move from Headquarters to the field is being developed.
- c. It is estimated that the Center operation should be prepared to receive and administer an additional 10,000 cubic feet of inactive records and intelligence reports during fiscal year 1955.

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d. Reference service requests will increase in proportion to the volume of records transferred each year, and the Center must be prepared to render adequate service to Headquarters

e. Internal training will begin in Records Center operations covering accessioning reference and disposal functions. It is anticipated this training will require approximately 40 hours work and the course will be similar to the one developed by the Records Management Division of the National Archives Records Services, General Services Administration.

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Program Outlook for FY 1956

1. FORMS MANAGEMENT

If additional personnel and equipment become available early in FY 55 it should be possible to have an agency-wide inventory of forms by FY 56. It should also be possible to substantially reduce the total number of forms used by the Agency through eliminations, consolidations, surveys and like methods. Failing to achieve such increases, progress will be considerably slower and will consist primarily of efforts to "hold the line."

2. REPORTS AND CORRESPONDENCE

Original plans based upon a staff of three analysts called for the establishment of area reports and correspondence management programs throughout Headquarters by the end of FY 55. However, with budget limitations restricting the size of our staff to two analysts during FY 55 it is anticipated that this objective will be missed by 25% or 35%. Accordingly, major effort in FY 56 will be directed toward completing the establishment of area programs throughout Headquarters, and extending the programs to foreign stations.

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3. RECORDS MAINTENANCE

It is to be expected that most Area Records Officers will require considerable assistance in adapting and installing the standard Agency filing system. These installations are a primary objective in 1955 and because of the few analysts available for such assistance there may be some delay in completing agency-wide coverage. Also, for this reason it may become necessary to extend the completion date of some of the other 1955 objectives into 1956.

By 1956 it is anticipated that the Agency's microfilming program will have developed into a highly effective force for expediting and reducing the costs of various administrative processes. The total volume of work produced under the program will probably exceed that produced in either 1954 or 1955 because more emphasis will be placed on the use of microfilm as a more accurate and less expensive method of performing certain clerical and accounting functions which are now done by hand. A considerable amount of filming will still be required to provide security copies of vital documents, but the use of microfilm for purely space reduction reasons will be limited to inactive records requiring permanent retention.

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4. DISPOSITION

There are sufficient analysts in the branch to completely schedule all Headquarters records by the end of fiscal year 1956 provided the Records Management Programs at the Area Records Officers level are fully operative. However, there are a number of factors, such as, security, sensitivity, office apathy to the program and the lack of adequate regulations and guide material at the staff level that tend to retard the establishment and operation of an effective scheduling program. If these deterrent are overcome the first phase of the scheduling program will be completed as stated. Field records would then be the subject of scheduling operations beginning fiscal year 1957.

5. RECORDS CENTER

a. It is estimated that the Center must be prepared to receive and administer 13,000 cubic feet of inactive records and intelligence reports in 1956. Reference service activity will again increase, and disposal activity should begin by this time to release some amount of space within the Center.

b. In this fiscal year there will be initiated a program designed to identify and segregate those records that have been appraised to have enduring value as the official Archives of the Agency. Such records will be carefully screened for any evidence of physical deterioration or disarrangement of files, and will be stored in special containers.

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